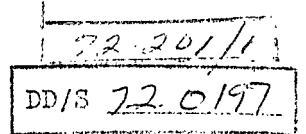


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14 January 1972

MEMORANDUM FOR: Director of Training

THROUGH : Deputy Director for Support

SUBJECT : Management Training

1. Thank you for this truly excellent survey of our management training. I believe the discussion during our January 11th meeting launched us in a direction responding not only to this report but to the one from the Director of Personnel on executive development and your own on the Senior Seminar. I suggest we include all three of these in the consideration you are giving to more thorough integration of our training and personnel development efforts pursuant to that conversation.

2. Meanwhile, may I offer a few specific comments on some of the points raised in the attached.

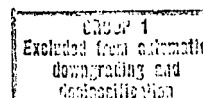
a. We have indeed exposed a lot of our officers to management training, as indicated by Attachment B. However, I am somewhat concerned at the disproportionate use these courses have had among the various directorates. As we discussed, could we better integrate our management training into a standard track of courses so that it becomes an element of institutional development of managers rather than a separate course which attracts and trains people more or less independently of their responsibilities and careers. In other words, don't we need fewer courses rather than more, focused more clearly at a particular level of career development?

b. We need some conscious exposure to leadership principles and techniques, as well as to management control mechanics (including but by no means limited to ADP), and the very good work you have developed on management planning.

c. I thoroughly agree with your conclusion that we do better to train our own managers than try to squeeze them into business-oriented courses.

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d. I would be an interested recipient of the views of participants in the Managerial Grid, particularly the feedback you get from people about management problems in the Agency.

e. At the bottom of page 5, a fact: Since we have sent all of about twenty people to the DIA Center, I hardly think this satisfies our requirements of training in information science. We obviously have a problem of increasing our comprehension of this "language" among our personnel. I would be interested in your views on how this might be done.

3. With respect to the future:

a. Management Emphasis: Agree, but exhortations once a month are not apt to be of much more value than those once a year. As we discussed, I think we need some sanctions to ensure the exposure of the people who need it to management training.

b. More courses: Here I doubt it. Rather than a wider variety of courses, as indicated above I believe we need to integrate management more into our regular educational track as inherent elements of the courses they automatically take.

c. Senior officers: Amen. I would like to see some thoughts on a short special seminar for some of our most senior officers, including some exposure to concepts and a great deal of discussion on how they can use some of the management tools we have available and how we expect them to do so.

4. When you finish your review of this subject, I would be most interested in further discussions.

25X1



W. E. Colby  
Executive Director-Comptroller

Attachments;

Memo dtd 3 January 1972 to ExDir from DTR,

"Management Training"

Management Training Charts

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